

**Human Resources Division**

7575 E. Main St.
Scottsdale, AZ 85251

PHONE 480-312-2491
FAX 480-312-7960
WEB www.ScottsdaleAZ.gov

Date: January 29, 2013
To: Honorable Mayor and Members of the City Council
CC: Dan Worth, Acting City Manager; David N. Smith, City Treasurer; Bruce Washburn, City Attorney; Carolyn Jagger, City Clerk; Sharron Walker, City Auditor
From: Bernadette La Mazza, Acting Executive Director – Human Resources
Subject: Item 3: City Manager Recruitment Work Study Session

In connection with the Work Study Session scheduled for February 12, 2013, on the City Manager Recruitment, attached is the following material:

1. The City Manager job description
2. The draft City Manager brochure with highlighted areas for input on the characteristics of a City Manager
3. An outline of the typical steps in the Executive Recruitment Process
4. What to expect as part of the City Manager Recruitment Process
5. A draft timeline for the recruitment and selection process

If you have any questions or need additional information, call Bernadette La Mazza at (480) 312-7237.

City Manager

Class Code:
1397

CITY OF SCOTTSDALE
Established Date: May 18, 2010
Revision Date: May 18, 2010

SALARY RANGE

\$180,003.20 Annually

FLSA:

Exempt

CLASS SUMMARY:

Manages the City Government as prescribed by the City Charter.

DISTINGUISHING CHARACTERISTICS:

This is a stand-alone executive level job classification. Work is performed under the guidance of the City Council.

MINIMUM QUALIFICATIONS:

Education and Experience

Masters Degree in Public or Business Administration, or a related field and a minimum of ten years of direct experience city manager or assistant manager/senior executive or equivalent experience is required.

Licensing, Certifications and Other Requirements

A valid driver license with no major driving citations in the last 39 months may be required.

Other pertinent licenses and/or certifications may be required of some positions depending on division/department/service assignment.

Knowledge, Skills and Abilities

Knowledge of:

Public administration principles and practices.
Basic laws, ordinances and regulations pertaining to municipal organization.
Complex public policy issues.
Intergovernmental relations.
Federal, tribal, state, regional and local jurisdictional partnerships.
Municipal financial management and fiscal policies.
Microsoft Windows Office products.

Ability to:

Shape and implement policy direction.
Listen, facilitate and synthesize multiple points of view.
Prepare and mentor managers to assume broader leadership roles.
Foster an organizational climate that attracts, retains and develops talent at all levels.

Facilitate and sustain positive labor relations.

Supervise, train and mentor employees, to include organizing, prioritizing and scheduling work assignments.

Communicate effectively, orally and in writing, with all levels of City staff, City officials and citizens.

Manage, organize and direct the work of others and provide organizational leadership.

Develop and implement strategic business and operating plans.

Synthesize complex and diverse information.

Generate creative solutions.

Problem solve and use reason even when dealing with complex, confidential and sensitive topics.

Build effective working relationships with City officials, co-workers, subordinates and the citizens.

ESSENTIAL FUNCTIONS:

Performs duties and responsibilities commensurate with assigned functional area within a division(s) which may include, but are not limited to, any combination of the following tasks:

- Administers and enforces the City charter and is responsible for the operations of the City.
- Works closely with the City Council and the executive team to define and accomplish established strategic goals and objectives and execute successful business strategies.
- Develop support systems that encourage cross-functional cooperation and support initiative taking.
- Assist in creation of a learning organization that encourages mentoring and professional development.
- Meets with and advises the City Council on matters related to City operations and policies.
- Plans, coordinates and directs the operation of City divisions and programs; evaluates organizational issues and problems and facilitates strategies to address issues and problems.
- Presents the City's annual operating budget to the City Council for approval.
- Meets with members of the public on matters of relevance to the City; holds responsibility for inter-governmental relations with other cities, public and private organizations.
- Communicates orally and in writing, with customers, the press, the general public, civic groups and City Council to solve concerns, answer questions and/or problems and present programs and information.
- Provides overall organization leadership and promotes the organizations values.
- Performs other duties as assigned.

FOUNDATIONAL SKILLS:

Charter Official

SUPERVISORY RESPONSIBILITIES:

Mentors staff to elevate their roles to that of strategic partners and is responsible for the overall direction, coordination and evaluation of these units that have managers and staff. Carries out supervisory responsibilities in accordance with the organization's policies and

applicable laws. Provides oversight and supervision to the leadership team of the City including the Assistant City Managers and the heads of City divisions.

WORK ENVIRONMENT/PHYSICAL DEMANDS:

The physical demands and work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of this position or that an employee encounters while performing the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Work is performed in a normal City office environment.
- Operate a variety of standard office equipment including a computer terminal, telephone, calculator, copy and fax machine requiring continuous and repetitive arm, hand and eye movement.
- Travel to/from meetings and various City locations.
- Work a flexible schedule and work evenings and weekends, as needed.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the position change.

THE COMMUNITY

Scottsdale, Arizona, is renowned as one of the most livable cities in the country and widely recognized as an outstanding community in which to live, work, and raise a family. It is also a community of remarkable contrasts. Famous as a desert resort destination nestled in the splendor of the Sonoran Desert, it is also a working city that draws employees from around the Phoenix metro area and is home to several progressive corporations and businesses. It combines a casual Southwestern style with a sophisticated arts community and vibrant downtown shopping and entertainment districts.

Scottsdale remained a small town from its founding in 1888 until it was incorporated as a city in 1951. Like much of the Phoenix metropolitan area, it has seen periods of intense growth during the post-World War II years. In the 1990s, Scottsdale embarked on an ambitious program to set aside a third of the city - nearly 60 percent of the city's 184.5 square miles, as untouched desert open space.

Growth and preservation have brought the city to a historic transition point: available land for the type of large-scale planned community development that has characterized development since the 1970s is nearly gone. Growth is slowing and attention is now shifting to high quality infill and revitalization projects that are compatible with adjacent neighborhoods and the City Council's paramount consideration for quality of life for residents and visitors.

The city's ability to manage its growth, build a sustainable economy, maintain its mature areas, and fund desert preservation stems from a tradition of citizen involvement and long-range planning in city government and the community. Scottsdale's integrated strengths in quality of life, community involvement, economic development, and overall citizen satisfaction are just some of the reasons the city is regularly cited in surveys and competitions as an outstanding place to live, raise a family, conduct business and visit on business or pleasure. Please visit www.ScottsdaleAZ.gov for more information on the City of Scottsdale.

OUR MISSION

The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the city's unique heritage and desert surroundings; strengthening the city's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the city's paramount consideration.

CITY GOVERNMENT

Scottsdale city government is a full-service charter municipality that operates under the council/manager form of government. The Mayor and six Council members comprise the elected leadership, and are responsible for appointing six Charter Officers: the City Attorney, City Auditor, City Clerk, City Judge, City Manager, and City Treasurer. The City appoints citizen volunteers to participate on over two dozen advisory boards and commissions.

The City of Scottsdale is a values driven organization, with over XXXX employees who take pride in relying on basic human values to help guide service delivery and decision-making. These core values include:

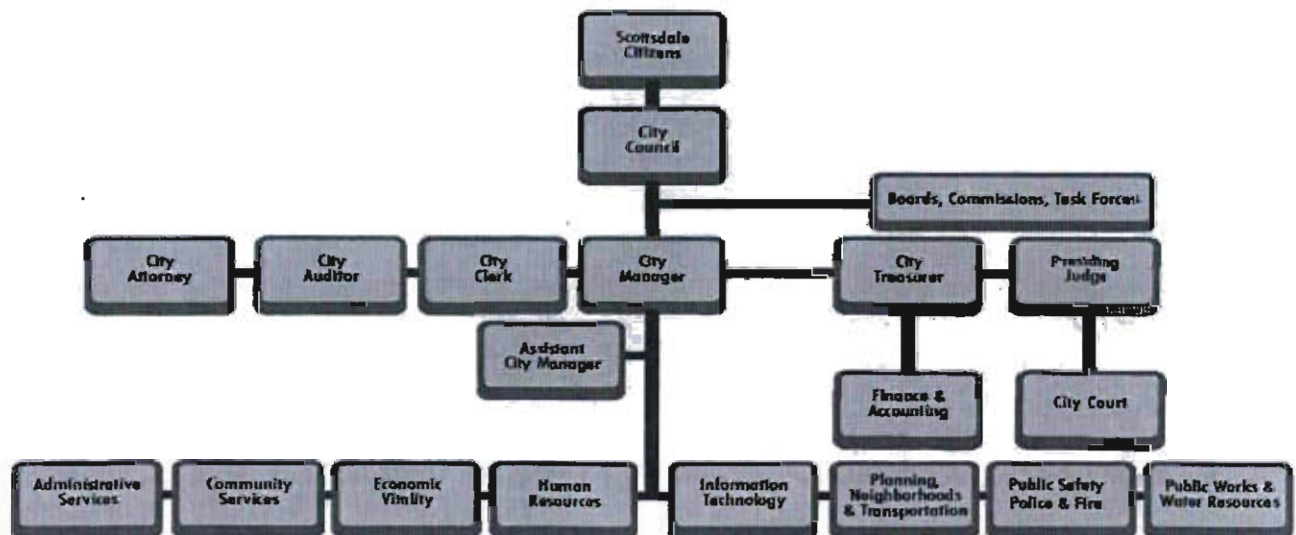
- Plan and Innovate for the Future
- Listen, Communicate and Take Action
- Respect the Individual
- Collaborate as a Team
- Learn and Grow Continuously
- Focus on Quality Customer Service
- Be Accountable and Act with Integrity
- Show Caring and Compassion for Others

ROLE OF THE CITY MANAGER

The City Manager is the chief executive of the administrative branch of the city government. The City Manager is responsible to the council for the proper administration of all affairs of the city and to that end, is subject to the provisions of the charter. The City Manager is required to see that all ordinances are enforced and that the provisions of all franchises, leases, contracts, permits and privileges granted by the City are observed. The City Manager appoints, and when necessary for the good of the service, removes all officers and employees of the City with the exception of the Charter Officers. S/he prepares the annual budget estimates and submits them to the council and is responsible for the administration of the budget after adoption. The FY2009-2010 Citywide adopted budget was \$1.1 billion.

The City Manager keeps the council advised at all times of the affairs and needs of the City and makes reports annually, or more frequently, if requested by the Council, of all the affairs of the City. S/he supervises the purchasing for all the divisions of the City; and performs such other duties as may be prescribed by the charter or required of them by the Council, not inconsistent with the charter. The City Manager works closely with the Mayor, City Council and executive team to define and accomplish strategic goals and objectives and execute successful business strategies.

CITY ORGANIZATIONAL CHART



The City Manager reports to the Mayor and City Council and communicates on a regular basis with the Mayor and City Council members and the entire governing body on a variety of operational matters, including extensive verbal communication at the City Council meetings and other public forums. The City Manager is a valued member of the City's executive management team and works closely with the Charter Offices: City Attorney, City Auditor, City Clerk, the Presiding Judge and the City Treasurer and the executive directors on critical City issues. The City Manager is appointed by a majority vote of the City Council and serves at the pleasure of the City Council.

THE IDEAL CANDIDATE

Council to provide input in this section: The following is verbiage from a prior City Manager recruitment provided as general information and an idea of some of the information used in the past.

Over the years, the City of Scottsdale has experienced exceptional leadership from elected officials and executives. Scottsdale City Managers have consistently been recognized as among the best in the nation. The ideal candidate will be a highly skilled professional with a successful record of accomplishment managing cities at an executive level. The successful candidate will be a sophisticated, results-driven executive who has exceptional leadership, communication and interpersonal skills, and possesses broad experience in all areas of city management. In addition, candidates should be capable of building effective working relationships with elected officials and executive management. It is imperative that the City Manager be able to communicate effectively with elected leaders, citizens, and other public/private entities and find solutions to complex public policy issues, ranging from neighborhood to intergovernmental concerns/opportunities.

EDUCATION AND EXPERIENCE

A minimum of ten years of direct experience as a city manager or assistant city manager/senior executive is required. A Masters Degree in Public or Business Administration is strongly preferred.

PERSONAL TRAITS

Council to provide input in this section: The following is verbiage from a prior City Manager recruitment provided as general information and an idea of some of the information used in the past.

The successful candidate will effectively communicate and promote ideas; be capable of resolving conflicts in an equitable, responsive, yet decisive manner. S/he will have a genuine passion for public service and values-based leadership; be a person of exceptional character and integrity – someone who “walks the talk” and earns the confidence and trust of others. S/he will be particularly adept at listening, and facilitating and synthesizing multiple points of view to help shape and implement policy direction.

The ideal candidate will be a visionary who is focused on “big picture” issues and skilled at mobilizing the organization to achieve concurrent strategic goals, while remaining sensitive to the “day to day” challenges facing local government. S/he will be “politically savvy” while performing administrative duties in an impartial and non-political manner; be a secure and confident professional who can assertively and persuasively express views and negotiate with others, without being perceived as arrogant or intimidating. S/he will be open and accepting of

criticism and alternative points of view and be willing to discuss the "undiscussibles" to improve personal and organization performance.

The selected candidate will be politically astute, yet not political; candid and diplomatic with composure and self-control; a humble leader who is comfortable making the tough decisions and pushing the unpopular initiatives when it is the right thing to do. S/he will thrive in a fast paced environment, be unbiased and have a high level of integrity as well as an appreciation of, and sensitivity to the City's rich and multi-cultural diverse environment.

COMPENSATION

Compensation is highly competitive commensurate with the candidates qualifications and experience, and the requirements of the executive leadership position. Standard compensation features include:

- Retirement (Arizona State Retirement System)
- 15 days of vacation annually
- 9 paid holidays plus one floating holiday annually
- 12 days of medical leave annually
- City paid life insurance
- Health insurance
- Dental care
- Long term disability coverage
- Voluntary ICMA deferred compensation

APPLICATION AND SELECTION PROCESS

To apply, please submit a cover letter with salary history, a comprehensive resume and three work references to:

Vendor Contact Information Here.

Or e-mail to Vendor Contact Info Here. First review of resumes will be March 25, 2013. Candidates deemed qualified will be contacted for participation in the assessment process.

The City of Scottsdale is an Equal Opportunity Employer and values diversity at all levels of the workplace.

Attachment 3

Executive Recruitment Scope of Work

Standard elements for the executive recruitment scope of work include:

1. Analyze the City Manager job description and draft a position profile – this includes meeting with stakeholders to determine what additional items must be included. ***[February 12, 2013 – work study session, Human Resources will present with Baenziger and Associates available for questions/comments]***
2. Complete a brochure for printing/mailing and posting on the internet on targeted websites – regionally and nationally. ***[Baenziger and Associates]***
3. Identify any potential candidates through networks, associations or other organizations: complete a targeted mailing of the opportunity. ***[Baenziger and Associates]***
4. Complete the recruitment timeline and review with stakeholders to agree upon dates and objectives. ***[Baenziger and Associates]***
5. Review and screen applicants for minimum qualifications. ***[Baenziger and Associates]***
6. Conduct preliminary interviews of candidates to further refine top candidates. ***[Baenziger and Associates]***
7. Notify non-selected candidates of their status. ***[Baenziger and Associates]***
8. Complete background checks on selected top candidates. ***[Baenziger and Associates]***
9. Compile the package of recommendation, including each candidate's resume and qualifications, summary of the preliminary interview, references, and background clearance along with suggested questions for the final interviews. ***[Baenziger and Associates]***
10. Coordinate the final interviews including the transportation, lodging and travel for each candidate. ***[Baenziger and Associates]***
11. Conduct final background checks on selected candidate(s). ***[Baenziger and Associates]***
12. Complete the negotiation and manage the reimbursement of expenses for candidates. ***[Human Resources in conjunction with Baenziger and Associates]***

******Please note the above scope of work is subject to change based upon Council discussion and request in the February 12, 2013 work study session.***

Attachment 4

What to expect in the City Manager Recruitment process once finalists are selected:

1. Candidates arrive in Scottsdale on Monday afternoon/evening.
2. Scottsdale tour begins Tuesday morning.
3. "Drop in lunch" with the executive committee Tuesday lunch after tour.
4. Finalists are ready for the council interviews beginning at 3PM Tuesday evening prior to regularly scheduled council meeting.
5. Interviews are held; council may adjourn to executive session to discuss their selection and the rate of pay.
6. Council emerges and designates selection. Human Resources and City Attorney's Office draft contract for council approval at a subsequent council meeting.
7. The interview process is complete.

****Please note the above scope of work is subject to change based upon Council discussion and request in the February 12, 2013 work study session.*

Scottsdale City Manager Search Project Schedule**Phase I: Needs Analysis and Information Gathering**

February 12, 2013 *Work study session to discuss and provide possible direction to staff regarding the City Manager recruitment, including the job qualifications, position description, and the interview and selection process.*

Phase II: Recruiting

February 19th: *CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. We will e-mail to our extensive list of local government professionals.*

March 19th: *Closing date for submission of applications.*

March 25th: *CB&A reports the results of the recruiting effort to the City.*

Phase III: Screening

March 25th: *CB&A begins screening the applicants.*

April 22nd: *CB&A forwards the materials for five to eight semi-finalists electronically to the City. These will include the candidates' resumes, the candidate introductions, the results of our background and reference checks, and Internet/newspaper archives results.*

Phase IV: Interview Process Coordination and City Manager Selection

TBD: *Candidates tour Scottsdale (4 hours)
Candidates attend "drop in lunch" with Executive Committee members
Mayor and Council Members interview the candidates; make City Manager selection.
Human Resources works in conjunction with the City Attorney's Office on the contract.*

***Please note, as part of the process, Human Resources will provide Council with comparable salaries for purposes of determining the salary for the new City Manager. This information will be provided with the materials two weeks in advance of the council meeting, unless otherwise directed.*

****The above timeline is subject to change based on Council discussion and request in the February 12, 2013 work study session.*

City Manager Recruitment Work Study Session

Bernadette La Mazza
Acting Executive Director – Human
Resources
February 12, 2013

Items Needed to Begin Recruitment:

- Finalize timeline
- Finalize City Manager job description
- Finalize recruitment brochure

Tentative Timeline

- *February 12, 2013: Work Study Session*
- **Recruiting**
 - February 19: Post position
 - March 19: Closing date
 - March 25: CB&A reports results to City
- **Screening**
 - March 25: CB&A begins screening the applicants
 - April 22: CB&A forwards the material to the City for the top 5-8 semi-finalists

Interviews

- Anticipate early-mid May

Executive Recruitment Process

- Vendor [Baenziger and Associates: “CB&A”] identifies any potential candidates through networks, associations or other organizations *[February]*
- CB&A reviews and screens applicants for minimum qualifications *[March]*
- CB&A conducts preliminary interviews of candidates to further refine top candidates *[March/April]*
- CB&A notifies non-selected candidates of their status *[April]*
- CB&A completes package of recommendation *[April]*

Alternatives

- CB&A forwards top ten candidates to a sub-committee for further refinement and selection of top 3-5 finalists;
OR
- CB&A forwards top 3-5 finalists to Council for interviews

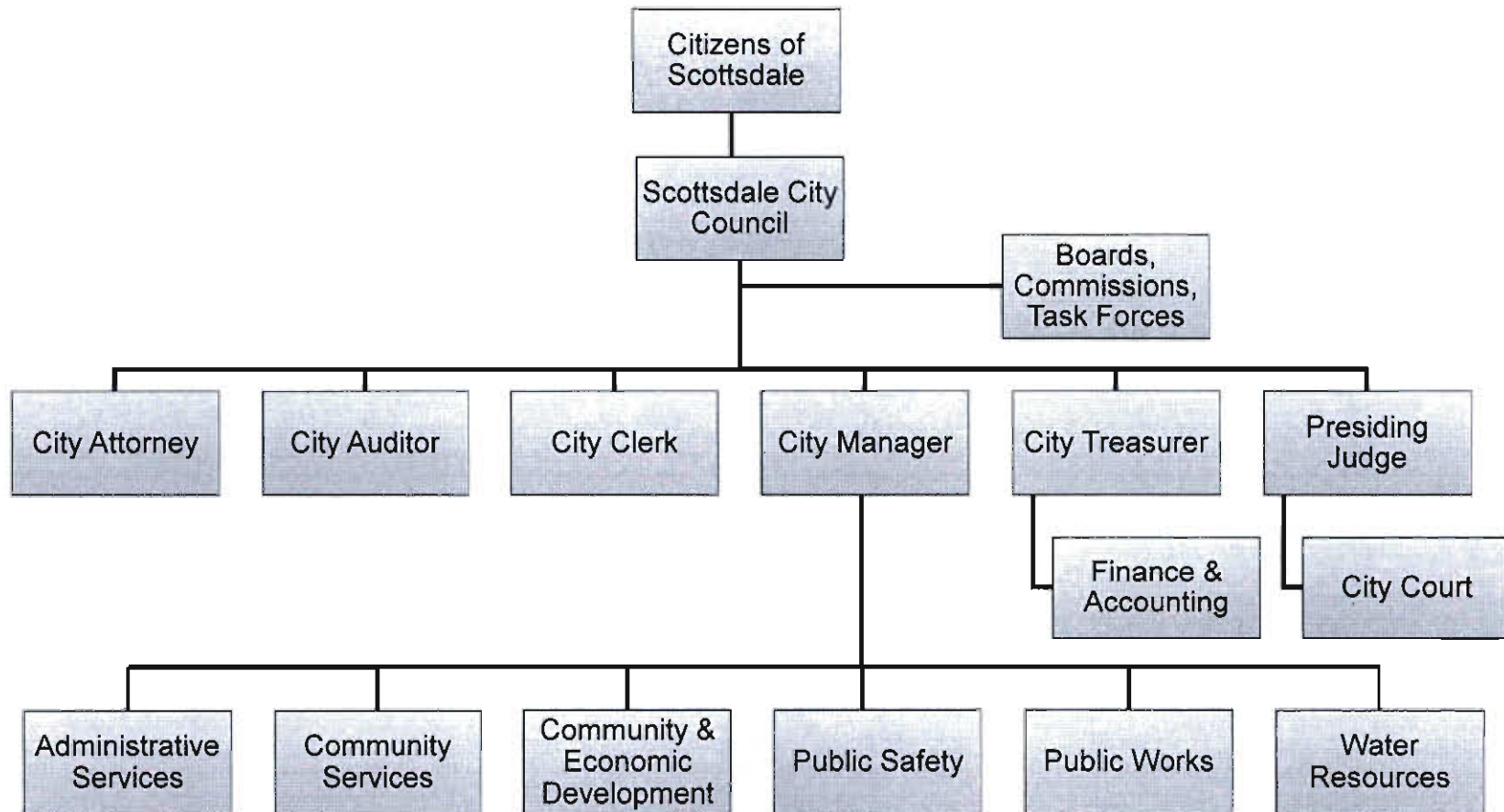
City Manager Job Description

- Minimum qualifications
- Preferred qualifications
- Essential knowledge, skills and abilities
- Essential functions

Recruitment Brochure

- Role of the City Manager
 - The Ideal Candidate
 - Education and Experience
 - Personal Traits
-
- We have revised the City Organizational Chart that was in the draft brochure.

City Organization Chart



Interview Process

- Scottsdale tour begins Tuesday morning for top finalists
- “Drop in lunch” with the executive committee Tuesday after tour
- Finalist interviews start in the Kiva
- Executive session held to discuss selection/salary
- Council announces selection

Additional Information

- As part of the executive recruitment process, Human Resources will provide Council with a total compensation study for the City Manager position for purposes of determining the compensation package for the successful candidate.

**City Manager Recruitment
Work Study Session**

Bernadette La Mazza
Acting Executive Director – Human
Resources
February 12, 2013

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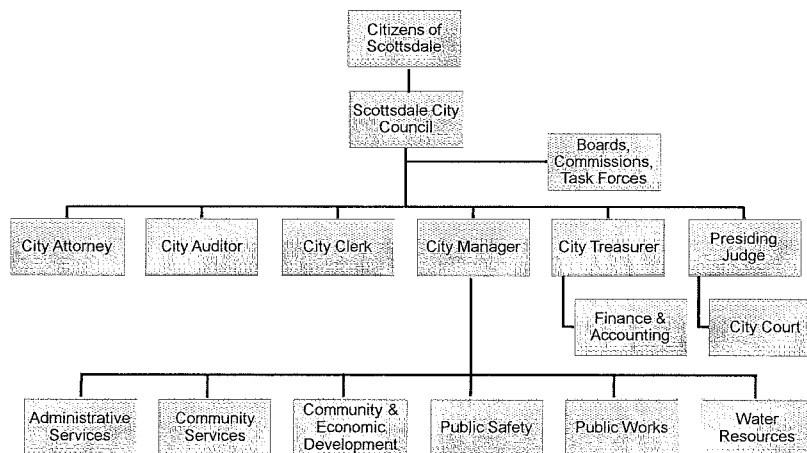
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